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THE NORTHWESTERN LINDQUIST-ENDICOTT REPORT

TRENDS IN THE EMPLOYMENT OF COLLEGE AND UNIVERSITY GRADUATES IN BUSINESS AND INDUSTRY

1988

FORTY-SECOND ANNUAL REPORT
A SURVEY OF 226 WELL-KNOWN BUSINESS AND INDUSTRIAL CONCERNS

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INTRODUCTORY STATEMENT

This is the 42nd annual survey of policy and personnel practices related to the employment of college and university graduates across the spectrum of business and industry. A total of 226 well-known companies responded to the inquiry. A large percentage are large or medium-sized national corporations. Almost all of these companies have recruited college graduates for many years, though some will not be recruiting during the current academic year. Reports came from 27 states representing all major regions of the nation. Survey forms were returned from November 18 to December 4, 1987.

The major purpose of this report is to provide information that will be of value and interest to college students and administrators as well as to employers. An important continuing feature of the survey is an estimate by the responding companies of the number of graduates to be employed during the coming year and the starting salaries to be offered. Topical issues of general interest are also surveyed to apprise the human resource professional of current trends.

The business outlook in 1988 for the organizations participating in the survey is clearly upbeat. Fifty-six (56%) percent of the corporations expect business to improve and they are quite confident of their forecast. Only 2% expect business to decline in the coming year.

The forecasted improvement in business activity is affirmed by an across-the-board increase in the number of graduates that will be recruited at all levels from the larger college campuses. Salaries overall will rise an average of 4.19%, with the mathematics or statistics disciplines group up almost 12%. Use of quantitative analysis is spreading to virtually all facets of every business and there seems to be a shortage of qualified candidates.

It can be inferred from the research data that the worse period of American industries downsizing and reorganization is now behind us and the adverse impact it had on all classes of employees is, in general, now history. Though the search for fresh talent will again be in vogue, the market confronting the new graduate is going to very competitive. Many firms are still in the process of transition. Hiring will be selective with recruiters looking for specific competencies, academic achievement and indications of leadership in extra-curricular activities. It has been several years since we have seen data that portends such good economic and recruiting activity. The caveat is that while the door to the employment office has gradually swung open, experience in the past few years indicates it can close with the certainty and quickness of a guillotine if the forces driving the present market begin to change.

The unselfish contribution of hundreds of corporate personnel executives who supply us their data and comments, often at considerable cost in time and effort, is greatly appreciated, and care has been taken to assure confidentiality and not to identify the responding companies in any way.

SOURCES OF DATA

The responding companies represent a cross section of American business, with many of the firms diversified and in many traditionally unrelated industries. They are classified into the following groups:

Aerospace	5	Merchandising & Services	17
Automotive & Mechanical	5	Metals & Metal Products	12
Banking, Finance & Insurance	35	Petroleum & Natural Gas	7
Building Materials & Construction	3	Public Accounting	14
Chemical, Drugs & Rubber	20	Public Utilities	16
Computers & Business Equipment	10	Research and Consulting	11
Electrical & Electronics	19	Transportation	7
Food & Beverage Processing	10	Diversified Conglomerate	11
Glass, Paper & Packaging	7	Miscellaneous	17

CORPORATE PERFORMANCE AND ECONOMIC OUTLOOK

A general assessment of the current year's business and recruiting activity and the economic outlook for the next year, 1988.

CORPORATE PERFORMANCE IN 1987

Better than 1986 ..... 64%
About the Same as 1986 ..... 25%
Worse than 1986 ..... 11%

CORPORATE OUTLOOK FOR 1988

Better than 1987 ..... 56%
About the Same as 1987 ..... 42%
Worse than 1987 ..... 2%

CONFIDENCE IN YOUR PROJECTION FOR 1988

Very Confident			Neutral			Not Confident
1	2	3	4	5	6	7
10%	36%	32%	15%	5%	0%	2%

CORPORATE RECRUITING IN 1987

Did you adjust your hiring goals during the year?

Yes.....61% No 39%

If yes, how were the goals adjusted?

Increased ..... 52% Decreased 48%

CORPORATE RECRUITING PLANS FOR 1988 AS COMPARED TO 1987

INTERVIEW SCHEDULES

		Decrease 29.9%	Same 25.8%	Increase 44.2%
CAMPUSES SCHEDULED	Total			
	Decrease 31.8%	23%	4.6%	4.1%
	Same 29.5%	4.1%	19.8%	5.5%
	Increase 38.7%	2.8%	1.4%	34.6%

CORPORATE RECRUITING FOR COLLEGE GRADUATES - CLASS OF 1988

	Bachelor's Degree	Master's Degree
Corporations with needs UP	49%	25%
Corporations with needs SAME as 1987	21%	54%
Corporations with needs DOWN	30%	21%

THE EMPLOYMENT OF INEXPERIENCED COLLEGE GRADUATES DURING THE PAST YEAR AND FOR NEXT AS REPORTED BY 226 COMPANIES

	Past Year-1987		Next Year-1988	
BACHELOR'S LEVEL	No. Companies	No. Grads	No. Companies	No. Grads
Engineering	116	8,441	116	9,640
Accounting	121	7,254	121	7,987
Sales-Marketing	85	2,105	85	2,198
Business Administration	88	2,719	88	3,006
Liberal Arts *	60	910	60	892
Computer *	108	3,110	108	3,502
Chemistry *	35	280	35	250
Mathematics or Statistics *	44	275	44	372
Economics * or Finance	68	515	68	508
Other Fields/Undesignated *	54	1,489	54	1,452
TOTALS - Bachelor's Level		27,098		29,807
MASTER'S LEVEL				
Engineering	61	1,295	61	1,374
Other Technical Fields	40	491	40	499
MBA with Technical BS	45	342	45	386
MBA with Non-Technical BA	92	1,292	92	1,252
Accounting	23	673	23	847
Other Fields/Undesignated	27	497	27	731
TOTALS - Master's Level		4,590		5,089

SUMMARY

Engineering:	Bachelor's - Up for 1988 .....14%	Master's - Up for 1988.....6%
Non-Engineering:	Bachelor's - Up for 1988..... 8%	Master's - Up for 1988 ... 14%
Totals:	Bachelor's - Up for 1988 ..... 10%	Master's - Up for 1988....11%

* In considering the overall demand for graduates in the liberal arts, the (*) asterisked disciplines must also be recognized since these courses are usually offered in colleges of arts and sciences.

College Graduates to Be Hired at Various Salary Levels

Bachelor's Degree Class – 1988

Field	-1199	1200 -1299	1300 -1399	1400 -1499	1500 -1599	1600 -1699	1700 -1799	1800 -1899	1900 -1999	2000 -2099	2100 -2199	2200 -2299	2300 -2399
Engineering						100 (1)			22 (2)		2 (1)	480 (8)	1085 (14)
Accounting		5 (1)	3 (1)		6 (1)	26 (4)	128 (15)	178 (16)	1890 (20)	4451 (21)	182 (11)	1007 (8)	76 (4)
Sales-Marketing	34 (2)	10 (1)	6 (1)		42 (4)	103 (7)	1075 (12)	146 (9)	148 (7)	167 (11)	92 (7)	27 (4)	18 (2)
Business Administration		90 (1)	25 (1)		89 (3)	328 (8)	423 (16)	227 (7)	609 (11)	747 (17)	52 (4)	370 (2)	15 (1)
Liberal Arts		10 (1)	30 (1)	10 (1)	30 (1)	92 (7)	126 (11)	28 (4)	157 (6)	399 (13)		6 (1)	4 (1)
Computer		10 (1)					150 (2)	159 (4)	24 (6)	260 (13)	119 (10)	765 (21)	540 (17)
Chemistry		8 (1)			1 (1)				29 (2)	30 (1)	73 (5)	76 (9)	11 (2)
Mathematics or Statistics		12 (1)				8 (3)	16 (2)	1 (1)	16 (2)	7 (4)	50 (5)	166 (7)	41 (6)
Economics or Finance		10 (1)			20 (1)	48 (4)	60 (7)	77 (5)	58 (9)	60 (12)	134 (8)	17 (2)	3 (1)
Other Fields		35 (1)		3 (1)	10 (3)	1 (1)	68 (5)	75 (3)	592 (4)	162 (7)	121 (7)	9 (2)	7 (3)

Master's Degree Class – 1988

Engineering													
Other Technical Fields						1 (1)							186 (2)
MBA With Technical BS													
MBA With Non-Technical BA										1 (1)	8 (2)	4 (2)	210 (1)
Accounting										6 (1)	12 (2)		195 (5)
Other Non-Technical Fields									2 (1)		43 (2)	2 (1)	

Average Increase For:

Bachelor's Engineering **4.5%**
Bachelor's Non-Engineering **4.0%**
Master's Engineering **2.8%**
Master's Business **5.4%**
Other Master's **3.7%**
Overall: Bachelor's and Master's **4.2%**

Salary Increase %	Negative	0
Firm Frequency	2	32
% in Classification	1.03%	16.41%

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2400 -2499	2500 -2599	2600 -2699	2700 -2799	2800 -2899	2900 -2999	3000 -3099	3100 -3199	3200 -3299	3300 -3399	3400 -3499	3500-	Average 1987*	Average 1988*	% Change
2049 (21)	3630 (37)	2223 (22)	31 (2)	3 (1)		3 (1)			1 (1)			2378	2485	4.5%
	8 (3)	11 (2)										1916	2027	5.8%
12 (2)	302 (2)					4 (1)						1714	1904	11.1%
3 (1)	2 (1)					1 (1)						1802	1910	6.0%
												1817	1883	3.7%
726 (14)	727 (4)	1 (1)		7 (1)		1 (1)						2151	2281	6.1%
13 (1)	1 (1)	3 (2)										1968	2141	8.8%
45 (3)		7 (1)										1947	2176	11.8%
	1 (1)					2 (1)						1744	1928	10.6%
11 (1)	3 (2)		2 (1)					270 (1)				2067	2193	6.1%

2 (1)	40 (3)	7 (2)	281 (10)	426 (12)	170 (10)	12 (2)	380 (4)					2805	2898	3.3%
20 (4)	1 (1)	45 (5)	26 (4)	136 (6)	2 (1)	10 (1)			4 (1)			2410	2578	7.0%
	41 (4)	38 (5)	5 (1)	111 (4)		4 (2)		1 (1)	44 (3)	10 (1)	114 (15)	2897	3201	10.4%
136 (4)	32 (2)	6 (1)	45 (3)	262 (11)	15 (3)	5 (3)	70 (5)	69 (4)	10 (3)	15 (4)	355 (22)	2863	3010	5.1%
	222 (2)		1 (1)	15 (1)					7 (1)		9 (1)	2435	2475	1.7%
84 (1)	4 (3)	367 (4)						6 (2)				2357	2570	9.0%

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*Salary per month. Averages take into account the number of graduates to be hired at each level

( ) Number of hiring companies in parentheses.

Distribution of Percentage Salary Increases

01-.99	1.0-1.9	2.0-2.9	3.0-3.9	4.0-4.9	5.0-5.9	6.0-6.9	7.0-7.9	8.0-8.9	9.0-9.9	10.0-10.9	Above 11.0
1	13	32	34	24	20	6	6	4	4	2	15
51%	6.67%	16.41%	17.44%	12.31%	10.26%	3.08%	3.08%	2.05%	2.05%	1.03%	7.69%

THE EMPLOYMENT AND SALARIES OF ENGINEERING GRADUATES DURING THE PAST YEAR AND AS PROJECTED FOR 1988

Field	Number of Companies Reporting	Employment Actual 1987	Employment Projected 1988	Salaries Actual 1987	Salaries Range '88 Low-High	Salaries 1988 Average	% change
BACHELOR'S LEVEL							
Aerospace	12	267	308	$2,348	$1605-2562	$2,431	3.5
Chemical	55	762	1,027	$2,446	$1605-2720	$2,591	6.0
Civil	28	66	110	$2,335	$2100-2719	$2,422	3.7
Electrical/C.S.	78	3,378	3,887	$2,397	$1605-2703	$2,493	4.0
Geological	3	1	2	$2,455	$2420-2516	$2,516	2.5
Industrial	50	343	336	$2,289	$1605-2666	$2,358	3.0
Mechanical	88	2,057	2,288	$2,374	$1605-3000	$2,466	3.8
Metals/Materials	25	106	136	$2,341	$1605-2660	$2,451	4.7
Mining	2	0	0	0	$2420-2420	0	0.0
Nuclear	7	23	41	$2,508	$2420-2625	$2,534	1.0
Petroleum	8	38	88	$2,747	$2306-2935	$2,771	0.9
Engineering Tech	26	182	186	$2,216	$1800-2516	$2,245	1.3
MASTER'S LEVEL							
Chemical	26	136	170	$2,750	$2340-3206	$2,802	1.9
Civil	8	10	9	$2,562	$2413-2669	$2,565	0.1
Electrical/C.S.	35	362	391	$2,718	$2340-3150	$2,860	5.2
Industrial	18	45	50	$2,578	$2413-2970	$2,690	4.4
Mechanical	32	212	271	$2,616	$2340-3100	$2,752	5.2
Metals/Materials	11	39	46	$2,687	$2375-2910	$2,748	2.3
Nuclear	5	15	8	$2,766	$2775-2913	$2,866	3.6
DOCTORATE LEVEL							
Chemical	22	106	121	$3,685	$3000-4000	$3,799	3.1
Electrical/C.S.	13	126	158	$4,059	$3300-4249	$4,050	-.2
Mechanical	12	36	31	$3,868	$3410-4249	$3,956	2.3
Metals/Materials	10	46	49	$3,911	$3000-4249	$3,912	0.03

EMPLOYMENT SCREENING PRACTICES

...Which of the listed procedures are you using in your organization as part of the selection process for permanent employees?

Qualifier	Per Cent In Use Today	Expect to Add Within 12 Months
Personality and/or Psychological Testing	13.7	4.0
Skills, Competency, Achievement Testing	22.1	2.7
Polygraph (Lie Detector) Testing	1.3	1.3
Paper & Pencil Honesty Test	3.1	1.3
Pre-Employment Physicals	52.6	0.9
Medical History Without Exam	16.8	1.3
Post-Employment Physical	8.8	0.9
Interviewing by Psychologist	6.2	1.8
Verification of Education	80.5	1.3
Handwriting Analysis	0.4	1.3
,Drug Testing	38.1	7.5
AIDS Testing	1.3	2.2
Genetic Testing	0.0	0.9
Past Employment Verification	77.9	0.4
Credit Bureau Check	14.2	1.8
Conviction/Court or Police Record Checks	27.9	1.8
Voice Print Analysis for Stress, Veracity of Analysis for Drugs/Alcohol (Hayre Test)	0.0	0.9
Personal References	55.3	1.8
Faculty References	45.6	2.2
Placement Officer References	29.6	1.3
Security Clearance	16.8	1.3
Other (fingerprinting, driving record, citizenship or right to work under new immigration law and a signed ethics compliance agreement)	1.3	0.0

* * *

It would appear that many of the screening procedures presently in use have been implemented to avoid the placement of a problem person on the payroll. Escalating costs of medical insurance coverage and the documented price an organization pays by having a drug user as an employee can be extraordinary and are but two concerns. There is certainly more falsification of "personal history"—experience and education—than existed a few years ago to a point where it is almost acceptable and constant vigilance is required. The laws written by both the state and federal governments to protect the individual's rights are complicating the employment process and making it more difficult and expensive to qualify an applicant. It is hard to understand, given this situation, why recruiting is in a general trend of decentralization and the staffs of personnel offices are being reduced.

CONTEMPORARY PRACTICES

Recruiting Ratios

...To meet your hiring goals certain numbers of campus interviews, second interviews at the plant or office, and job offers are required. These percentages are changing as evidenced when this year's data is compared with previous surveys.

National	Campus Interviews	Second Interviews	Job Offers	Acceptances
Averages-1985	100	29%	16%	8%
Averages-1986	100	29%	14%	10%
Averages-1987	100	23%	10%	7%

Drug Testing

	Yes
Is there in your company a written policy on drug and alcohol abuse?	73%

If you have or plan on having a drug testing program, will you be testing:

All employees	6%
Only new hires	85%
Only exempt employees	1%
Only non-exempt employees	1%
Only special groups	19%

Are you testing employees who appear to be under reasonable suspicion?	71%
Will you re-test if a drug test is positive?	65%
Do you include drug testing in the physical exam and not inform applicants?	7%

What is your estimated cost per person for drug testing?

Mean.....$42.00 Median.....$36.00

What percentage refuse to take the drug test?.....0.7%

The responses ranged from 0.0% to 30%, with 50% of responses between 0.35% and 1.29%.

What percentage fail to pass your administered drug test?.....5.1%

The responses ranged from 0.0% to 94%, with 50% of responses between 1.3% and 10.3%. The 94% failure rate was reported by a concern that tested only those under reasonable suspicion.

CONTEMPORARY PRACTICES

Aids or Catastrophic Illness — Yes

Does your company have a "specific" written policy covering AIDS?.....10%

Or, is it included within a policy on catastrophic illness? 43%

Do you think Homophobia:

Is a factor in hiring a person?.....11%

Is present in the work force? 37%

Have you or will you be offering an AIDS education program?..... .....49%

If a person contracts AIDS who is involved with determining whether or not that person is "fit" to perform his job?

Medical Department..... 48% Personnel.....24%

Department Manager..... 16% Top Management..... 15%

Smoking Policy

Do you have, or will you be initiating, a smoking policy that limits or designates areas where employees may smoke?.....70%

Is this policy discussed with job applicants during the interview?.....34%

Minority Recruitment

...The number of minorities taking the college entrance tests is dropping and within this group the number selecting engineering as an option is declining.

Is this drop in minority enrollment of concern to your company?.....80%

Are you recruiting minorities today as aggressively as you were 8-10 years ago? 89%

Are you satisfied with your minority recruiting success? 71%

How does your company's support of minority programs and education today compare with ten years ago?

More.....59% About the same ..... 35% Less.....6%

In your recruitment of minority personnel what percent of your job offers are accepted?

Mean ..... 63% 50% of responses were between 51% and 84%

How does the attrition of minority hires compare with your other college hires?

More.....27% About the same ..... 63% Less.....10%

CONTEMPORARY PRACTICES

Relocation

...When a new graduate is hired, do you assist with the relocation expenses of moving him/her from campus to his/her first assignment?

Yes.....82% No 18%

If yes, what items are covered?

Travel expense of graduate.....99%
Travel expense of spouse/family.....93%
Personal goods.....98%
Household furnishings.....96%
Auto transport.....72%
Spouse job search assistance.....46%
Trip to look for housing.....88%
Temporary housing.....82%

NUMBER OF DAYS TEMPORARY HOUSING PROVIDED

Days Covered	1-7	8-14	15-21	22-30	31-60	61-90
Percent	14%	2%	4%	5%	8%	9%

Relocation allowance.....40%

Allowance mean . . . $1287.00 Allowance median . . $1000.00

50% of responses between $583.00 and $2375.00

Video Interviewing

...Have you used third party video interviewing for campus recruiting?

Yes.....2.4% No.....97.6%

If yes, how would you evaluate the results? (9 Cases Reporting)

Very Satisfactory.....2 Somewhat Satisfactory.....5 Neither.....0

Somewhat Unsatisfactory.....2 Very Unsatisfactory.....0

Do you plan to use it in 1987/88?

Yes.....3.9% No.....96.1%

Comments:

"Doesn't allow for good interactive interviewing."
"Not comfortable with their ability to market our company."
"Question cost and time effectiveness."
"Teleconferencing is a good idea-no canned videos."
"Do not like it."

CONTEMPORARY PRACTICES

Miscellany

DAY CARE — The present tax code now provides for employees to use a "tax advantaged" basis for dependent day care. Is this available in your company?

Yes.....20% No 80%

PARENTAL LEAVE — Does your company now provide, or do you intend to offer, "Guaranteed Reinstatement Rights" to employees following parental leave?

Yes.....66% No 34%

NON-TRADITIONAL REWARDS — Are you now offering, or do you intend to offer, within the next twelve months, non-traditional incentives - i.e., "At-Risk-Compensation" (lump sum performance bonuses or rewards) to your employees?

Yes.....38% No 62%

CONTRACT EMPLOYMENT — Is your company using temporary, contract or leased employees for exempt level positions?

Yes.....53% No 47%

If yes, how has this changed in 1987 from previous years?

Increased: 40% Decreased: 12% About Same: 48%

WOMEN PROFESSIONALS — Do you think the young women professionals your company has hired in the last few years believe they will be limited as to the level of management they can achieve?

Yes.....22% No 88%

Do you think their assessment is reasonably true?

Yes.....85% No 15%

PROFESSIONAL PAYROLL -- SALARY INCREASES AND STAFF REDUCTION

SALARY INCREASES 1987 AND 1988 — What was the average salary increase for your professional (exempt) payroll in 1987 and what do you estimate the increase will be in 1988?

SALARY INCREASE %	0%	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%+
% of Firms 1987	2.9	0.5	4.9	9.2	21.8	33.5	12.6	3.9	1.9	1.9	6.9
% of Firms 1988	1.0	0.0	2.6	9.7	23.0	40.3	11.7	2.6	2.6	1.0	5.5

Mean Increase: 1987.....5.37% 1988.....5.33%

PROFESSIONAL PERSONNEL REDUCTION — Did your company reduce its professional-exempt-payroll during the current year 1987?

Yes.....34% No 66%

Does your organization plan professional staff reduction in 1988?

Yes.....23% No 77%

WORK VALUES AND ATTITUDES

The college graduates you are interviewing and employing today bring with them certain attitudes and values that are peculiar to their generation. How do you rate the perceived importance of the following work or personal values as you see them in these graduates and young employees?

1 = Unimportant 2 = Of Little Importance 3 = Moderately Important
4 = Important 5 = Very Important

	Mode	% in Mode	Span	% in Span
1. ACHIEVEMENT-Work which gives one a feeling of accomplishment in doing a job well.	5	61%	4-5	97%
2. INTELLECTUAL STIMULATION-Work which is mentally challenging, and provides intellectual stimulation.	5	50%	4-5	92%
3. ECONOMIC RETURNS-Work which pays well and enables one to acquire the things s/he wants and provides the opportunity for above average salary advancement.	5	45%	4-5	83%
4. SUPERVISORY RELATIONS-Working for a boss whom one respects, and who cares about their personal development.	4	54%	4-5	83%
5. CREATIVITY-Work which permits one to exercise creativity, to develop new ideas, invent new processes/procedures, design new products.	4	47%	4-5	83%
6. ASSOCIATES-Working in an environment where one likes his/her peers.	4	58%	3,4,5	98%
7. INDEPENDENCE-Work which provides an opportunity for independence and autonomy. Work which permits one to work in his/her own way.	4	54%	3,4,5	96%
8. VARIETY-An opportunity to do a variety of different types of work activities/tasks.	4	48%	3,4,5	97%
9. PRESTIGE-Work which gains the respect and admiration of others.	4	46%	3,4,5	97%
10. WAY OF LIFE-Work which permits one to be the type of person s/he wishes to be, and lead the kind of life s/he chooses on and off the job.	4	40%	3,4,5	92%
11. SURROUNDINGS-Pleasant work environment, comfortable and attractive physical surroundings.	3	45%	3.4	86%
12. MANAGEMENT-Work which involves planning and supervising the work of others.	3	41%	3.4	76%
13. SECURITY-Work which provides one with the certainty of having a job even in hard times.	3	38%	3,4	71%
14. ALTRUISM-Work which contributes to improving other peoples' lives/living conditions, in terms of their mental and/or physical well-being.	3	40%	2,3,4	93%
15. ESTHETIC-Work which involves creating something esthetically pleasing, contributing beauty to the world.	2	43%	2,3	77%

SUMMARY TRENDS

The statistics published in this report were compiled from data provided by 226 corporations which represent every major industry and geographic sector. Though most of the respondents are well-known large and mid-sized corporations, a few of the survey participants, though smaller, are included because they are significant in their industry and may influence the markets in which they participate. The data provided by all these firms is treated as confidential and the University recognizes that without the cooperation of the participants the objectivity, longevity or credibility associated with this publication would be impossible.

The corporate outlook for 56% of the firms is for a better 1988 than 1987. Forty-two percent (42%) of this group also realized a better '87 than '86, so there is a foundation of economic strength and optimism in the country that has been building for a period of time. Seventy-eight (78%) of the forecasters expressed confidence in their projections. Only 2% of the corporations expect business to be worse in 1988.

College recruiting will be much more active. Forty-nine percent (49%) of the firms will employ larger numbers of bachelor's candidates. Recruiting of master's degrees will increase or be at levels comparable to 1987 for 79% of the organizations. Recruiters have made plans to visit more campuses and interview greater numbers of the class of '88.

Total employment of bachelor's candidates will be up 10% and master's degrees, 11%. This is a very positive turn because last year was reported to be a period without growth. Engineering graduates at the B.S. level have a market that has moved from negative 8% last year to a plus 14% in the present recruiting period--a marked reversal. Demand for accounting, business administration, computer and mathematics/statistics graduates will grow by 10% or more. At the master's level the greatest change is for accountants, up 26%.

Salary increases will average better than 4% overall, and this is about double the rate predicted last year. Notable exceptions are the new salaries for bachelor's graduates in Sales and Marketing, Mathematics and Statistics, Economics and Finance, and the MBA with a technical undergraduate degree, where the schedule calls for a 10% plus improvement.

The cost of qualifying a job applicant continues to increase as corporations are forced to utilize an ever increasing number of measures to avoid problem situations and the consequences of litigation-prone candidate pool or workforce. Drug testing is now used by 38% of our surveyed firms. One firm reported that 24% of the applicants they tested failed, while another corporation which tested only those "under reasonable suspicion" had a failure rate of 94%. AIDS testing is not yet significant, but 3.5% anticipate having a program in place within twelve months and 1% are considering genetic tests.

The coming year will be good if the forecasts of our two hundred and twenty-six corporate managers are realized. Nevertheless, we must acknowledge that events beyond the control of any one organization or single government can cause a change in the employment marketplace that is just as abrupt as the stock market's decline of October 19. Students, graduates, counselors and employers must consider this and, in making their plans, develop alternative courses of action.

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With Appreciation,

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Victor R. Lindquist

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THE PLACEMENT CENTER

The Placement Center of Northwestern University is able to assist employers in their search for qualified professional personnel in virtually every field and at all levels from entry to executive. Inquiries concerning the services of the Center may be directed to Victor R. Lindquist, Director of Placement, Northwestern University, Evanston, Illinois 60208. Telephone 312/491-3700.

Whatsoever things are true, whatsoever things are honest,
whatsoever things are just, whatsoever things are pure,
whatsoever things are lovely, whatsoever things are of
good report;
if there be any virtue, and if there be any praise,
think on these things.

Philippians 4:8

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